

# Organizational Objectives

## ➤ *Rationale*

Laboratory senior management has been engaged recently in an iterative process of developing strategic goals for the Laboratory. The intent of encouraging managers to write organizational objectives that align with the strategic direction of the Laboratory is to create, over time, a sense of alignment across the many complexities and functions that exist at the Laboratory (see [www.lanl.gov/performance/rt](http://www.lanl.gov/performance/rt)).

To assist you in the creation of organizational objectives, we are presenting some background about the purpose and utility of having clear, concise objectives in your own organization. The performance appraisal process presents you with an opportunity to step back and assess, for yourself, how well your employees understand what you are attempting to achieve collectively and how their work contributes to the overall goals of the Laboratory.

## ➤ *Writing Your Organizational Objectives*

Because of the dynamic nature of the funding and work environment, managers today must develop clear organizational objectives and target those objectives during specified periods of time. And for employees to contribute fully, they need to understand how the work they do contributes to the overall direction and intent of their organization.

## ➤ *Writing Your Organizational Objectives Exercise*

The following exercise walks you through the steps for creating a set of Organizational Objectives that align to the institution's Organizational Objectives to share with your employees so that they can draft a set of individual performance objectives that align with and support what you are trying to achieve.

1. Consider the technical or administrative mission of your division. What specific part of that mission is your work group accountable for?

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2. What are the main products, services, results, or achievements you most want to accomplish in the following year? Consider that it is now the summer of 2000; what one or two key things would you be most proud to have achieved?

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3. Think about areas that most need improvement in your operation. Which one or two most need attention over the next 12 months? Consider those areas while attempting to answer the following questions:

- How should you position your group to be successful with key sponsors and decision-makers?
- What do you need to achieve to work more effectively with programmatic sponsors/customers?
- What do you need to do to ensure your operation is within security and ES&H guidelines?
- Do you need to improve productivity and meeting cost and schedule targets?
- Do you need to focus on improving the communication, morale and motivation of your staff?

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4. Consider the overall goals of the Laboratory, which include safety, people development, customer involvement, and quality. Which one or two of the Laboratory goals can your work group most impact?

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5. Consider the issue of people competencies. What skill, knowledge, and/or ability do you currently lack or need to strengthen?

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6. Based on your answers to the above questions, list one to five key accomplishments that you need to achieve during the next year.

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7. Consider the answers to the six questions above. Based on your answers, how would you articulate your organization's top objective to your employees?

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8. The following checklist will help you determine whether the objective you have



written aligns with the goals of the Laboratory:

- Does the objective that you've written consider the key strategies for the Laboratory?
- Does the objective you've written link appropriately with relevant cross-functional activities or projects?
- Does the objective you've written help employees see how their work fits into the big picture?
- What information must you obtain or negotiations must you make to finalize your objective?

### ➤ *Summary*

In summary, each Director, each individual Group and Team Leader, and/or anyone who is responsible for the work of others is encouraged to take the time to specify objectives for the coming year. Once you have written organizational objectives and they meet the criteria specified here, you must share them with your employees; your employees can then draft a set of individual performance objectives that, if achieved, will contribute to the realization of your organizational objectives.

Remember, planning is an iterative, ongoing process. The objectives developed as a result of your planning process should provide you with a set of core priorities and a set of guidelines for virtually all day-to-day managerial responsibilities. You are encouraged to discuss your objectives with other managers in your division so that, over time, the alignment across your division and then across the Laboratory will increase.